

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Career Training Program - Critical Studies

FROM:	EXTENSION	NO.		
		DATE	25X1	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. ADDS 7 D 24				<p>The Director of Training has requested me to send these documents to you prior to your meeting with him on 13 May. You already will have seen at least one of the documents, perhaps more. The topmost was not forwarded outside OTR. I apologize for the poor quality of the others; they were reproduced from holdback carbons.</p>
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21 May 1968

MEMORANDUM FOR: Deputy Director for Support
THROUGH : Director of Training
FROM : Chief, Career Training Program/TR
SUBJECT : A Re-evaluation of the Career Training Program

1. The Career Training Program since 1965 has operated under the concept that it should be the principal input mechanism by which junior personnel enter the professional officer ranks of the Agency. Although the figures are not available in this office, it has been our understanding that the Program has in fact accounted for approximately 40 percent of the junior professional officer input in the last two or three years. My opinion, formed during five and one-half years' direct association with the Career Training Program and its predecessor, is that this is an unrealistic proposition which was headed for serious difficulty even before recent budgetary and manpower curtailments in the Agency made their severe impact.

2. There are two major factors underlying this assessment. The first is a clear incompatibility between recruiting and training junior officers on a highly selective basis, on the one hand, and on the other hand having to find jobs for them in such large numbers that many trainees are forced into pedestrian assignments lacking long-term career growth responsibilities and advancement opportunities. The term "pedestrian" is not meant in the sense that most junior officers must perform fundamental tasks of a routine nature in the early stages of their careers in order to establish a basis for professional growth. It is used rather to connote that Career Trainees because of their numbers have in several instances been underutilized or been assigned to relatively low-level jobs which lack present and foreseeable challenge and no advancement beyond GS-11 unless they can transfer to an essentially different type of work in another component. A lengthy and expensive training investment is neither necessary nor justifiable for jobs of this kind, which can be filled more appropriately by direct recruitment.

3. The second major factor is that the Career Training Program, by reason of its largeness, is directly, immediately, and almost disastrously affected by any reduction of Agency budgetary and manpower allocations. It cannot escape taking its "share" of the cut, the only problem being that trainees already on-board are less easily eliminated than are the job requirements and slots against which they were originally hired. Because of the recruiting and training lead time, it takes between 12 and 18 months

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for the Career Training Program to adjust to changes in personnel requirements and other factors which affect its level of operation. At the moment, the Program has a large number of Career Trainees whose services the Agency does not really require during the coming year and there is still another class to commence training in early July 1968. The morale, career motivation, and prospective tenure of Career Trainees is at an all-time low, in terms of my experience, making our present effort a rather dubious venture at an estimated cost of \$21,000 per CT man-year.

4. The answer, in my opinion, is a Program of a size appropriate to the Agency's real needs for highly-qualified, extensively trained junior officers, but one which is small enough to remain relatively insulated against organizational expansions and contractions of a short-term, circumstantial nature. In view of the fact that the Program's present contraction is being forced by circumstances, I believe there ought to be a serious review of the concepts which govern its operations and under no circumstances should it return to its former excessive size in the event existing pressures are relaxed.



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11 July 1968

MEMORANDUM FOR: Chief, Placement Division
FROM : Chief, CTP Personnel Branch
SUBJECT : Annual Report for Fiscal Year 1968

I. Current Status of Program

In marked contrast to the most recent FY's where all efforts were bent toward filling a large CT quota, the second half of FY '68 saw a severe cutback in the Program. The first effect was felt in January. The combination of ceiling restrictions and JALPA meant that what had been initially a cloud on the horizon in a formerly sunny sky, became as the second half of the year progressed, a threatening storm. Again we would like to point out the difficulties in attempting to adjust, sometimes on a day to day basis, a Program which is, or should be, geared to the long haul. The result has been that in the recent past we have been forced to take a number of marginally qualified applicants simply to fill quotas. Now the reverse is true. We are forced to turn away a number of well-qualified candidates, including some who are outstanding. The numbers of cancellations include 42 who were fully cleared and ready for PDD, and cancellation of 16 others who were within a week or less of full clearance.

In spite of substantial cutbacks, the workload of the Branch has remained high. While this may appear to be a paradox, it can be explained relatively simply. When large numbers are called for, selectivity is low, a high percentage of applicants are placed in process, and much of this workload is routine. When operating on a reduced scale, the selectivity level is high. As a consequence a great deal more time must be spent in the consideration of each applicant in an attempt to ensure that only the best are being chosen.

The trend toward selecting individual applicants against specific job requirements in the DFI and DDS has been a complicating factor in the selection process. This decision must now be made, in most cases, during the initial Headquarters interview. This approach is at cross purposes with the approach formerly used, whereby final decisions concerning a trainee's assignment were not made until

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after extensive appraisal of him and his training record had been made. In this connection it is now more than ever imperative that the recruiter ascertain the applicant's area of interest during the field interview.

A fortunate result, from our standpoint, of the overall cutback, has been a drastic reduction in the numbers of draft eligibles under active consideration. While the military programs have not been eliminated, we are considering only those draft eligibles whom we consider to be exceptional, and whose motivation toward long range Agency employment is, so far as we can determine, unquestioned. This, incidentally, may not be so much a new departure, as a reversion to the original concept of the military program.

II. Processing Problems

With only two major exceptions, processing of CT applicants proceeded smoothly through the reporting period. The problem areas are two in number, one old, the other new. The continuing problem concerns official notification of medical rejects. It still takes approximately five weeks after the applicant is examined before we receive official word that he has been turned down.

The new and more serious problem involves the suspension of field testing. At the current time no field testing is being carried out, although plans are being formulated to divide the eight hour test - the four hours involving the intellectual aspects to be given in the field, the remaining four hours concerning attitudes, interests and other aspects of personality to be given in Headquarters. This system would create a situation in which we would be interviewing applicants without benefit of critical personality information. We believe that chances of mis-judgment as to suitability for Agency employment would be greatly increased.

We face an additional problem in the scheduling of applicant interviews. Half of an additional day of processing added to the three days we already require means, in effect, for most applicants a full four days, which in turn, for many, will make almost a week away from school or job. While it is easy enough to say that "if they're really interested they'll find the time to come" such is not always the case. Our experience has been that many sincerely motivated applicants have trouble coming in for three days, four days will make scheduling that much more difficult when we are again in an open hiring situation.

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III. Forecast for FY '69

All of the evidence is not yet in but the indications are that FY '69 will show a greatly reduced Career Training Program. In FY '67 and FY '68 CT requirements were 275. For FY '69 CT requirements will be between 188 and 147. (The DDI requirements are to be between 58 and 77.) This rather drastic cutback is a consequence of such things as DIA/PA and personnel ceiling cuts as well as a general oversubscription for the DDP. In the DDC it is a consequence of the phasing out of the Support Generalist CT and the aforementioned ceiling reductions. DDI requirements will be substantially the same for FY '69 as they have been in the past few years.

In FY '69 we anticipate significantly increased resignations, both voluntary and involuntary, as a result of sharply decreased CT requirements and consequent difficulty in effecting assignments as well as rather gloomy forecasts concerning overseas assignments. In the DDP, and to a lesser extent in the DDC, this situation is exacerbated by a general shortage of responsible, meaningful jobs for CTs. A CT faced with six months in a routine, make-work, situation before departing for his overseas assignment can endure. If the make-work situation is stretched to one and a half to two years before an overseas assignment can be expected it becomes unendurable.

The foregoing points up a very significant problem which is the inability of the Career Training Program to serve all masters. CTP has become many things to many people. To some, it is supposed to be a source of very highly qualified young professional officers (the "top 10% of college graduates" type of officer); to other Agency officials it is a personnel pool from which "crash" requirements of all kinds can be filled; to still others, the CT Program provides a way of rewarding a loyal employee who has done a "good" job especially in an overseas post; to others it is simply the source of all young officers regardless of the type of job to be filled.

Our previous difficulties (in FY '66) in increasing the size of the CT output to meet increasing demands and our present difficulty in adjusting to reduced requirements points up the necessity of a clarification of the purpose of the Program.

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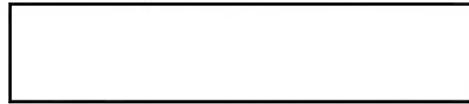
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Should the Program be designed to provide a relatively small but stable input of highly qualified young officers or should it be revised to provide essential training and orientation for all young professional employees? As it is now constituted the Program attempts to do both, often simultaneously. In aiming at a smaller number of more highly qualified officers we are not trying to establish an "elite" group. However, a program designed to attract and develop the most highly qualified CTs will not satisfy the requirement of providing all Agency professional employees.

Whichever alternative is chosen, the numbers of classes as well as the numbers of candidates should be fixed and at least relatively stable. It should be obvious by this time that a program with the built-in lead time of the Career Training Program cannot and should not be required to adjust to short term changes in requirements.

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13 December 1968

MEMORANDUM FOR: Deputy Director for Support
THROUGH : Director of Training
SUBJECT : Attrition Among Support Career Trainees

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1. There is attached a study compiled by Mr. [redacted] of the Career Training Staff concerning attrition among Career Trainees assigned to the Support Services between April 1966 and June 1968.

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2. The results of this study reveal that there is a significant disparity between the attrition rate among Career Trainees assigned to the Support Services (22.5%) and that of Career Trainees assigned to the Directorate for Intelligence (7.3%) and the Clandestine Services (0.1%) during the same period. Particularly disappointing have been our experiences with Career Trainees assigned to the Offices of Security and Logistics, where the loss rates have been 35% and 30%, respectively.

3. In general, limited opportunity for overseas assignment, lack of immediate job challenge, and inability to perceive any plan for career development appear to be the major reasons for this high rate of attrition among Support Career Trainees.

4. Moreover, CDT is experiencing major difficulty in recruiting new trainees for the Support Services. While the Program has filled the D/P/I and A/P/P quotas in the November 1968 Class and in the forthcoming March 1969 Class, there are only three Support candidates in the November 1968 Class (against a target of ten) and none yet for the May 1969 Class.

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SUBJECT: Attrition Among Support Career Trainers

5. While it may be an oversimplification, our experience over a long period of time forces the conclusion that the Support trainee prospect is attracted to the Agency by the expectation of broad administrative responsibilities and overseas assignment at an early point in time, but subsequently is disappointed on both counts and chooses to go elsewhere.

6. Consequently, I believe that the present Support CT Program is not likely to produce as many young Support careerists as hoped and is in need of re-evaluation to achieve consistency between its objectives and practicalities.

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[Redacted] Chief, Career Training Program

Attachment

Distribution:

O & 2 - Addressee
1 - DTR
1 - CTP
1 - Chrono

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6 December 1968

MEMORANDUM FOR: Chief, Career Training Program
 SUBJECT : Attrition DDS/Career Trainer

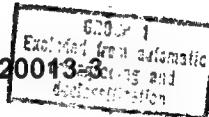
1. This memorandum covers the period between April 1968 and June 1968, encompassing seven Support Services Courses.
2. 145 CTs attended Support Services Courses of which 123 were assigned to the DDS. Of the 123 CTs assigned, 21 or 17% resigned and seven or 5.7% transferred out of the DDS. 23 CTs or 22.9% resigned or transferred out of DDS.
3. Losses during this period by DDS offices were as follows:

Office	First April 21		Transfers	% Overall Loss
	Resign	Resignations		
OS	13	6 - 46.2%	3	5.9%
CL	16	2 - 12.5%	4	3.8%
OF	13	3 - 23%	0	2.3%
OP	20	3 - 15%	0	15%
OC	6	0 - 0%	0	0%
CS/Cap	36	4 - 11%	0	11%
Other	14	3 - 21.4%	0	21.4%
Totals	123	21 - 17%	7 - 5.7%	22.9%

Average Age Resignations: 30 years
 Average Grade Resignations: GS-9.4
 Average Tenure Resignations: 20.8 months

Attachment(s)
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Name

Age Grade Agency D.O. First Assumed Transferred

31 GS-11.3 Oct 63 DDS/OL DOW/CTP
(internal)

27 GS-10 Sep 66 DDP/CTP DDP/TC

29 GS-08 Jun 64 DDS/CS DDP/TC
(internal)

34 GS-11 Jun 66 DDS/OL DOW/GER

29 GS-10 Feb 68 DDS/CG DDP/CTP

23 GS-07 Jan 67 DDS/CS DDP/CTP

23 GS-10 May 67 DDS/OL DDP/CTP

internal

Unhappy with O/L. Lack of challenge, routine assignment. H.S. grads can do work, no visible career management plans. Treated like warehouse type.

A Civil Engineer took salary cut to leave OI to go into the Clandestine Services; felt he had greater interest in the CS.

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Assigned to clerical duties; no overseas opportunity. Refused security designation and after GS courses was assigned to DDP/TC/ [redacted]

After a period with O/L he was dissatisfied with Logistics; was reassigned to OIN after IST.

Not happy in OI; felt his best interest and best talents were in OJ.

Wanted to get into operations; did not find OJ challenging.

An engineer who had applied to O/L after IST. Was dissatisfied because of lack of overseas assignment and career advancement transferred to DDP/TC.

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Name	Age	Grade	Spouse	Rate	Comments	Notes
	29	GS-10.2	Jan 66	DSG/OP	6/63	Slower progress; lack of challenge; better job with Chase Manhattan Bank.
	29	GS-08	Mar 66	DSG/OP	1/66	Lack of challenge in C/J; was assigned to filing initially, then transferred to [redacted] for [redacted] type of work - clerical work.
	30	GS-09	Sep 66	DSG/OP	6/67	Cancer charge. Financially interested in GS, but chose DSG because of marriage. Wanted DDC job in GS.
	32	GS-10.2	Jul 66	DSG/OP	12/68	Did not find DDC challenging and exciting; not enough to do; returned to go into GS training; will be resigning to return to Air Force.
	33	GS-10	Jun 67	DSG/OP	3/68	Financial reasons. Annoyed financially; could not afford D.C. living - returned to USMC.
	36	GS-09	Jul 65 (internal)	DSG/OP	1/63	Married C/J; returned to accompany husband overseas.
	26	GS-09	Jul 65	CTR/[redacted]	3/63	Financially interested in C/J. Convenient to job because of wife's ill health. Resigned for further schooling.

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Name	Age	Grade	1966	1967	1968	1969
	29	GS-09	Mar 66	DSO/OF	4/67	
	29	GS-09	Sep 67	DSO/OF	10/68	
	31	GS-10	Jun 67	DSO/OS	5/69	
	23	GS-09	Jun 68	ES/Sup	4/69	
	27	GS-09	Mar 66	DSP/OF/P	9/68	
	34	GS-11.2	Jun 66	DSO/CI	9/68	

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Unclassified as career in CIA - was given classification assignment in 1974/75. Resigned to go into banking.

Was transferred to DDCI/DCI 5/18/68; resigned because of lack of promotion.

Dismissed with D/G. Could not foresee long-term job satisfaction. Resigned and accepted associationship at LSU to work towards PhD.

Wanted CIA but because of wife's ill health was placed in Support School with assignment to DDCI/Support. Resigned a year later because of no further interest in Agency.

Assigned to DDCI/DCI because of lack of interest in D/G. Resigned when he civilianized because he found no challenge in the Agency.

Considered CIA too often assigned to joint belief qualifications and that promotion policy too conservative. Resigned to complete PhD at University of California.

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30	GS-09	Jan 67	DDS/OPC	5/68	Assigned to job in Psychology. Impressed interest in returning to the Agency
30	GS-09	May 66	DDS/CB	3/67	Disappointed in low level assignments "nuts and bolts" work. Decided to accept IRS Job.
32	GS-11.3	Feb 63 (internal)	DDS/OP	5/68	After 66 months with Agency (2 yrs in CTP) resigned because of change in career interest. Accepted position in international business.
32	GS-09.4	Jan 69 (internal)	DD/Pers	6/68	Refused to accept support assignment in hardship post (HQ); was reassigned to DD/Pers and resigned.
28	GS-09	Apr 68	DDS/OS	9/67	Because of "financial factors" resigned to accept job with IBM.
28	GS-09	Feb 68	DDS/OS	11/68	In CTP and O/L for nine months, resigned to pursue PhD in Psychology.
30	GS-09	Mar 68	DDS/OL	4/67	Unhappy with promotional opportunities in O/L. Resigned to accept IRS job at lower level. Was not receptive to overseas assignment.
30	GS-09	Jun 66	DDS/OP	10/68	After 3 months in O/L/66 was placed in IBM office to attend school. Accepted better paying job in private industry.

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